



Definition of a Competency

A competency is a grouping of associated knowledge, skills, and abilities required to perform a role.

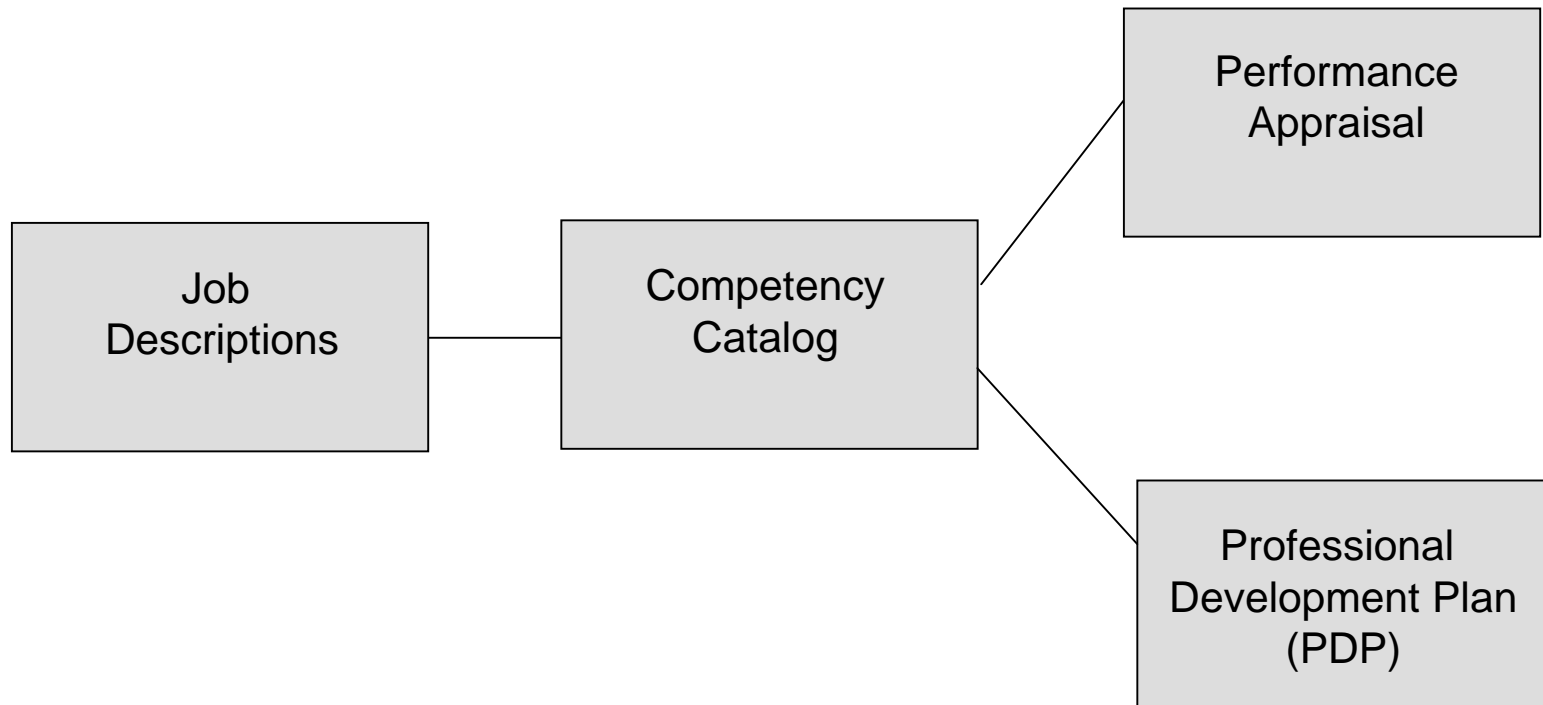


Value of Defining Desired Competencies

- Helps to identify the knowledge, skills and abilities necessary to succeed in a given role
- Provides a tool to help assess employee development needs
- Provides a framework for employee training and on-going professional development opportunities
- Helps align employee job and performance expectations with the organization's goals and objectives

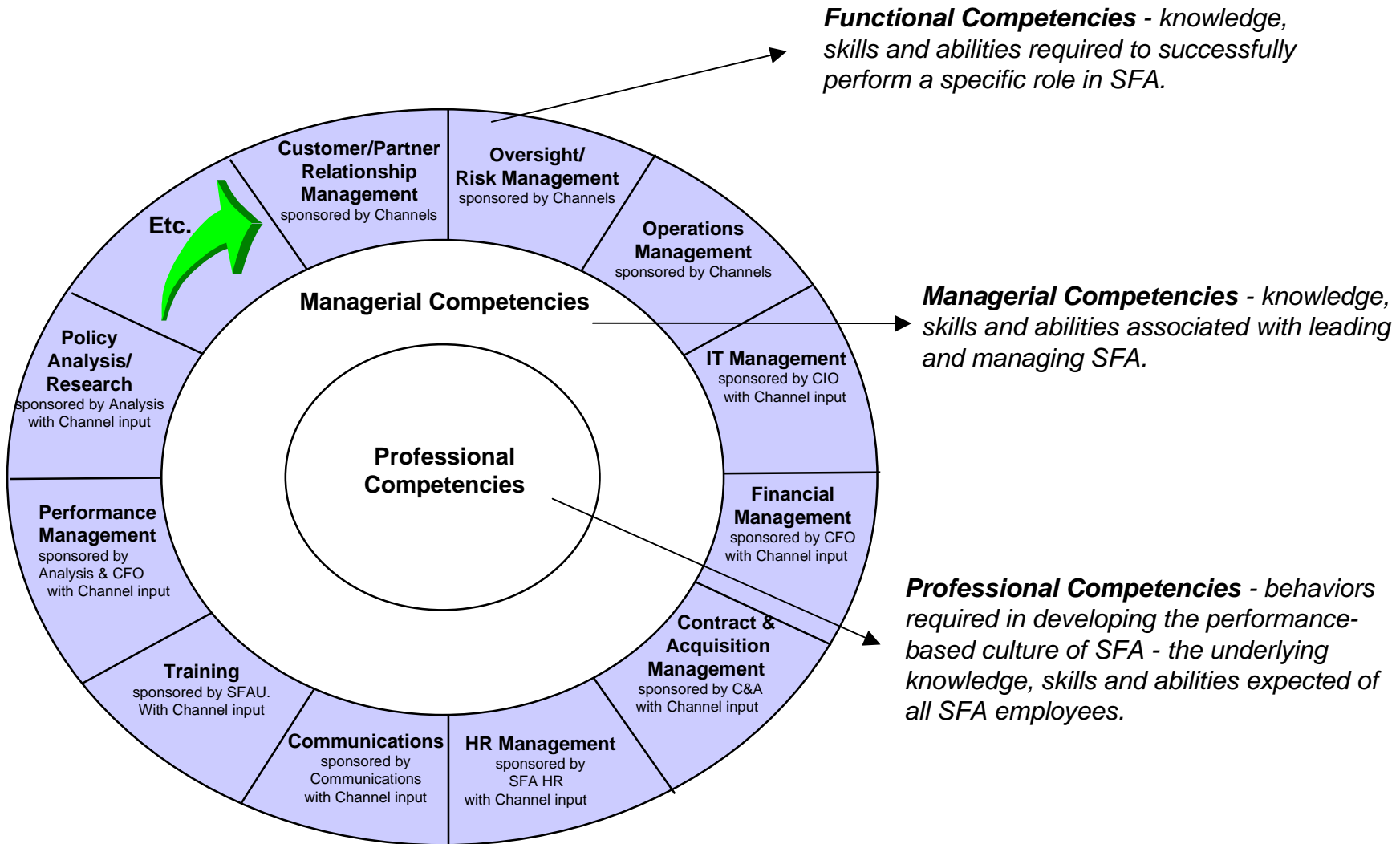


SFA's Competency Modeling effort is initially focused on defining development opportunities for employees.





SFA's Competency Model





SFA's Competency Catalog

The Competency Catalog will be the collection of the knowledge, skills, and abilities required to perform the roles within SFA.

- Illustrative Example: Three Sections of the SFA's Competency Catalog -

A person fulfilling a role as a *Human Resources Manager* would need the following competencies:

Professional Competencies

- SFA Business Knowledge
- Customer Service Orientation
- Technology Literacy
- Goal/Results Orientation
- Continuous Learning and Improvement
- Professionalism
- Interpersonal Communication

Managerial Competencies

- Visioning
- Leadership
- Problem Solving and Decision Making
- Project Management
- Communication
- Employee Development

Functional Competencies

- Compensation & Benefits Administration
- Human Resources Admin.
- Performance & Competency Management
- Recruitment, Selection, Deployment and Transition Management
- Relationship Management